

**County of San Diego**  
**LIVE WELL, SAN DIEGO!**  
**Project Highlights and Accomplishments**  
**Second Quarter Report**  
**March 15, 2011**



Prepared by the County of San Diego  
Health and Human Services Agency



## **LIVE WELL, SAN DIEGO! Mobilizing the Community**

On July 13, 2010, the Board of Supervisors adopted a highly innovative and comprehensive ten-year plan aimed at improving the health and overall well-being of County residents called the “Health Strategy Agenda: Building Better Health.” Since that time, the County’s Health and Human Services Agency (HHSA), along with other County departments, has embarked on an ambitious mission to engage the County workforce and the community, encouraging their participation in the County’s efforts to “build better health.”

With Board direction, County staff has incorporated the goal of “fostering a safe and thriving” community into the comprehensive plan to improve the health and well-being of our residents. The *safety* component of LIVE WELL, SAN DIEGO! refers to fostering safe communities where individuals are connected, secure and protected. Now with the over-arching vision of a **healthy, safe and thriving** community, the initiative has been appropriately re-named LIVE WELL, SAN DIEGO!

### **LIVE WELL, SAN DIEGO! - Four Major Themes**

LIVE WELL, SAN DIEGO! includes four major themes: 1) Build a Better Service Delivery System; 2) Support Healthy Choices; 3) Pursue Policy Changes for a Healthy Environment; and, 4) Improve the Culture from Within. The following is a brief summary of several innovative projects that have been implemented or further enhanced over the last quarter in order to reach our goal of a healthy, safe and thriving community. Many projects described below are designated by the CalFresh logo and support the County’s Nutrition Security Plan which seeks to enhance opportunities in the community to promote healthy eating.

#### **1) Build a Better Service Delivery System**

The vision of “Build a Better Service Delivery System” is to provide innovative health and human services that are outcome-driven, with an emphasis on quality, efficiency and cost savings. The goal is to create a seamless system that integrates all aspects of a client’s needs, including physical health, mental health and self-sufficiency services. Clients will not only receive care, but they will be given the tools they need to manage their own health.

##### **Access to Services**

As part of the ongoing effort to provide clients with more healthcare resources and better access to services, HHSA has several related projects underway:

##### **2-1-1 ACCESS Line**



Implemented in the spring of 2010 in collaboration with 211 San Diego, self-sufficiency clients now have the ability to apply for CalFresh and Medi-Cal over the phone 24 hours a day, seven days a week. With the use of technology, clients receive information and are efficiently referred to appropriate social, health and behavioral services. This effort, along with other outreach initiatives, has led to a 10.4% increase in Medi-Cal enrollment since last year, from



314,473 to 347,037. In addition, the number of CalFresh (Food Stamps) recipients has increased by 29.5%, from 164,970 to 213,601 since last year.

### **County Medical Services (CMS) Redesign**

With the goal of containing costs and providing optimal medical services to the adult indigent population, HHSA is working with key stakeholders including hospitals, clinics, physicians, the Consumer Center for Health Education and Advocacy and other healthcare partners to redesign the existing system. A healthcare economist has also been engaged to review methods of improving the quality of care and optimizing resources for the CMS program. As part of this redesign, currently eligible CMS patients are enrolled into the Low Income Health Program (formerly Coverage Initiative) and have a medical home assigned to them. In some rural areas, video conferencing is being used to determine eligibility.

### **Low Income Health Program (formerly Coverage Initiative)**

In an effort to serve adult indigent clients with chronic health conditions and provide them with a “patient-centered care home,” HHSA has implemented a program to integrate and coordinate medical services for both the currently eligible CMS population and other high cost/high need clients. Current enrollment through January 2011 is at 5,200. Under the recently-approved State of California’s 1115 Waiver federal demonstration project, the program would also involve coordination of behavioral health services with the goal of providing both physical health and mental health services for high cost/high need clients at enhanced patient-centered care homes. The County is thoroughly analyzing the final terms and conditions for the federal waiver project. Staff is working with the State Department of Health Care Services to determine how to advance the quality of care for patients and improve safety net viability of providers as the initiative is implemented in San Diego County.



### **Blue Shield Grant**

San Diegans for HealthCare Coverage (SDHCC) received a \$190,000 grant from Blue Shield to partner with the County of San Diego in the implementation of the Low Income Health Program. With planned expansion of medically indigent enrollees into the San Diego County’s Low Income Health Program, the local health care safety net system faces significant challenges in providing appropriate access, care coordination, and team-based care. With this funding, the SDHCC will facilitate a stakeholder process to develop and enhance the delivery system based on a patient-centered medical home model. The project will focus on integrating physical, behavioral and social services and improving linkages between programs and providers to deliver better patient outcomes.

### **2011 Thrive San Diego**



The Thrive initiative was implemented in February 2010 as an academic partnership between the Health and Human Services Agency, United Way, IRS, and local universities. The goal of the

initiative was to recruit graduate and undergraduate students to further enhance the County's Earned Income Tax Credit (EITC) campaign efforts by adding access to additional benefits at volunteer sites during tax preparation season. This year, through Thrive San Diego, HHSA offers CalFresh on-line application assistance and pre-screening at 12 sites, along with WIC information and referral to other available social services at all sites throughout the county.

### **"One-e-App" Project**



Funded through a grant from the Alliance Healthcare Foundation, this initiative allows online application for healthcare and nutrition assistance benefits in cooperation with community partners. An applicant can complete core information once and apply for multiple services. More than 3,300 electronic CalFresh applications have been received since the program started in April 2010. In collaboration with 2-1-1 San Diego, the County is one of the first in the state to accept telephonic signatures to complete the application process remotely for those without internet access.



### **Benefits CalWIN**



Implemented in November 2010, Benefits CalWIN is a web-based application system allowing for submission of electronic CalFresh and Medi-Cal applications and verifications. Applications are transmitted directly into CalWIN, the Agency's automated eligibility system from any internet location. Both One-e-App and Benefits CalWIN help clients and community-based organizations determine eligibility and apply for benefits. As of January 26, 2011, the Agency has received 3,867 applications via Benefits CalWIN.

### **In-Home Supportive Services (IHSS) Redesign**

The County's In-Home Supportive Services program is committed to providing low-income seniors, children and adults with disabilities with quality support services to enable them to live with dignity in their homes. At the Board of Supervisors' direction, and in line with LIVE WELL, SAN DIEGO!, efforts are underway to redesign the system to ensure accountability for the benefit

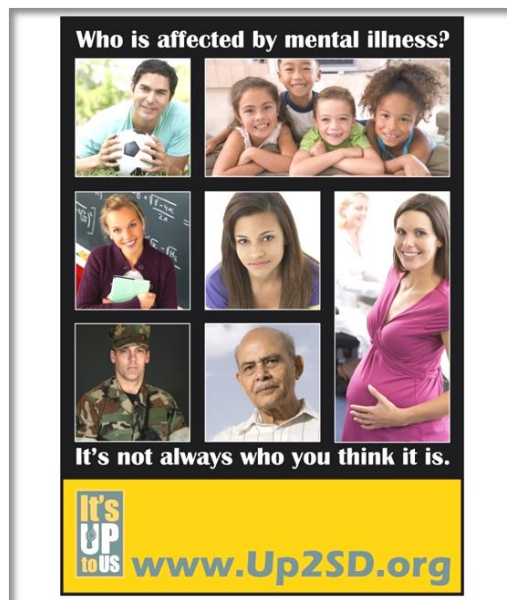


of clients and taxpayers. To address new anti-fraud measures, 97% of all current IHSS providers were enrolled by December 31, 2010 in accordance with new State guidelines to help strengthen the integrity of the system. The new IHSS Program Integrity unit, formed in April 2010, has been performing unannounced home visits to ensure that services are being provided as authorized. In addition, the District Attorney has provided fraud-prevention training for all IHSS staff.



### **“It’s Up to Us” Campaign**

Funded by the Mental Health Services Act (MHSA), the County launched an \$8.4 million prevention and education campaign to reduce the stigma of mental illness in fall 2010. Media efforts include bus ads, television spots, websites and other methods of encouraging San Diegans to openly talk about mental illness, recognize symptoms and seek help ([www.Up2SD.org](http://www.Up2SD.org)). The Spanish-speaking population can access information at [www.UP2SD.org/nosotros](http://www.UP2SD.org/nosotros). An additional website has been developed to assist physicians and nurses in helping patients with mental illness ([www.MDHelpSD.org](http://www.MDHelpSD.org)). Transition age youth can now access information at [www.UP2SD.org/yourlife](http://www.UP2SD.org/yourlife). To date, there have been over 23,400 unique “hits” to the websites. So far, media ads have aired on 20 radio stations, nine television stations, and 20 cable networks. They have also appeared on eight billboards, 100 busses, 45 bus shelters, two college publications, nine movie theaters on 142 screens, and four publications targeting physicians and nurse practitioners. The campaign also includes suicide prevention messaging. Strategic television ad placements were made during Marie Osmond’s appearance on the Oprah Show to discuss her son’s depression and suicide, the season opener for “American Idol” and during the TV show “Hoarders.”



### **“Families Forward” Mental Health Program**

Children’s Mental Health Service operates a program that engages the entire family in the treatment of their severely emotionally disturbed children. The goal of “Families Forward” is to prevent youth from needing a higher level of care. In addition to case management and mental health services, the program offers other supportive services including crisis intervention, medication management, assessment, individual and family therapy. In January alone, this “wraparound” program served 199 children and family members, with impressive outcomes.

### **“Project 25” for Chronic Homeless**

In an effort to address chronic homelessness in the community, the County is co-investing and coordinating with United Way of San Diego County and other community partners for this three-year pilot program. The effort, headed up by St. Vincent de Paul, is focused on 25 “frequent-user” clients that consume a large percentage of public resources. “Project 25” provides housing and mental health services, as well as establishes a patient-centered care home for these individuals. The initiative also includes a comprehensive data collection component, to be analyzed by Point Loma Nazarene University, to determine the total cost of services used by each person, before and after entering into the program. County staff, with assistance from local agencies, has identified the first 25 high-priority individuals to be served through the program, based on services they have repeatedly received in the past.

### **“Bridge to Employment in Healthcare” Grant**



In September 2010, the San Diego Workforce Partnership was awarded a \$25 million federal grant aimed at helping welfare recipients and other low-income adults learn skills for health-related professions. A collaboration between HHSA and the San Diego Workforce Partnership, this five-year program helps participants earn certificates and degrees, qualifying them to work in hospitals, clinics, medical labs and offices, long-term healthcare settings and other healthcare facilities. Many of the County’s Welfare-to-Work participants are now being referred to the program, which is expected to serve some 2,550 individuals. Regional contractors for the program include North County Lifeline, Comprehensive Training Systems, MAAC Project and UCSD.

### **San Diego Beacon Collaborative**

With \$15.3 million in federal funding, the San Diego Beacon Collaborative (SDBC) is working on a project to share electronic health information and improve medical care and outcomes, reduce costs, and empower patients to become active in managing their own health care. San Diego is one of only 17 communities across the country selected to lead the nation in advancing healthcare IT. The SDBC includes the University of California San Diego Health System, the Council of Community Clinics, Family Health Centers of San Diego, Naval Medical Center San Diego, Rady Children’s Hospital San Diego, San Diego County Public Health Services, San Diego Fire-Rescue Department, Sharp HealthCare, Scripps Health, and the VA San Diego Healthcare System.



With representation on Beacon’s Advisory, Clinical, and Technical committees, HHSA has been a principal participant in the development of the statement of work for a Request for Proposal for a Health Information Exchange (HIE) for the region. HHSA staff has also assisted with vendor and product evaluation, as well as source selection. With the implementation of the HIE in July 2011, HHSA will maintain the Immunization Registry component and will be receiving electronic submissions of health surveillance reports from regional health care providers through the HIE.

## **2) Support Healthy Choices**

The vision of “Supporting Healthy Choices” is empowering residents to take responsibility for their own health. The Health Strategy Agenda emphasizes the “3-4-50” concept that three behaviors (poor nutrition, lack of physical activity, and tobacco use) lead to four diseases (cancer, heart disease/stroke, diabetes and respiratory disease), which result in over 50% of deaths annually in our county. Thus, the goal is to give residents opportunities to choose healthy eating, active living and tobacco and drug-free lifestyles. The Health and Human Services Agency has the following related projects underway:

### **San Diego Unified School District – CalFresh Plan**

In December 2010, the San Diego Unified School District Board of Education unanimously adopted a strategic plan to promote CalFresh (formerly known as Food Stamps). The plan was a joint effort developed by the County's HHSA, the school district and community-based organizations. Key aspects of the plan involve agencies working together to provide application assistance and publicize the program as a means to support healthy eating. The plan also includes a framework to help other school districts become involved.



### **Healthy Holiday Food Distribution**



Holiday food basket distributions at several locations throughout the county featured healthy food options and nutritional cooking guides to benefit thousands of families in December. Community partners included: Community Resource Center, St. Vincent de Paul Center in Escondido, California State University San Marcos, Anthem Blue Cross and UCSD.

### **People's Produce Farmers' Market**



The People's Produce Certified Farmers' Market in south eastern San Diego opened on Friday, December 3, 2010, making fresh and locally grown produce accessible to the community. A collaborative effort between HHSA, Project New Village, International Rescue Committee, Fresh Funds and UCSD, this is the third market in the county that currently offers "Fresh Fund." The Fresh Fund program provides matching dollars for people with WIC, SSI, and Electronic Benefit Transfer (EBT) in order to purchase farmers market produce each month. The Fresh Fund program also operates at the City Heights and San Marcos Farmers' Markets.



### **"Healthier Living" Program**

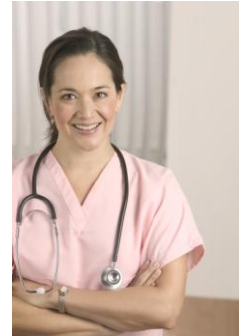
Using funding provided by the federal American Recovery and Reinvestment Act (ARRA), this Chronic Disease Self-Management Program employs peer educators to work with patients and empower them to take an active role in their healthcare. Participants are taught self-care behaviors including how to better manage their health condition and lessen its impact on their lives. Participants attend classes at various community locations and can self-refer or are referred by health practitioners. The goal is to reach 500 individuals by March 2012. To date, 27 participants have completed training, and it is expected that 100 will be trained by April 2011.

### **Care Transitions Intervention Program**

In conjunction with Sharp Hospital, Aging & Independence Services has begun administering this federally-funded initiative. The Care Transitions model uses "coaching interventions" to empower older adults to assert an active role in their own healthcare. Intervention focuses on four pillars: Medication self-management, use of a dynamic patient-centered record (the Personal Health Record), timely primary/specialty care follow-up and knowledge of red flags that their condition is worsening and how to respond. To date, 80 referrals have been made to the program.

### **Nurse Family Partnership**

The Nurse Family Partnership program has expanded the number of nurses countywide to assist first-time, low income pregnant women make healthy choices. This evidence-based program has been shown to produce tremendous outcomes for this target population in terms of child safety, reduced involvement in both the child welfare and criminal justice systems, increased school readiness, and increased productivity in society.



### **Library Fitness Programs**

San Diego County libraries continue to offer free fitness classes and health programs in more than 33 communities countywide, including bookmobiles, making it convenient and affordable for families and seniors to make healthier choices. Much of the health and fitness programming is provided by volunteers from the neighborhood. Additionally, the library regularly features health messages on its public website and monthly community and employee e-newsletters.

## **3) Pursue Policy Changes for a Healthy Environment**

Key to making healthy choices is making it easier for people to engage in healthy and safe behaviors. Removing barriers to healthy living includes pursuing policies and environmental changes that make it easier for residents to access healthy foods, become physically active, and live in a tobacco and drug-free environment. Many important County projects that support this goal are listed below.

### **“Building Better Health” Regional Community Forums**

As part of the overall effort to get the “building better health” message out to the community, HHSA staff, with assistance from other County departments, has convened a series of community forums across the county, starting in September 2010. The regional forums have drawn participation from a number of agencies, schools, businesses, citizens groups and other stakeholders with a genuine interest in playing a part in improving community health through local policy change. The forums have provided opportunities to partner with other agencies. A most recent example is Kaiser Permanente’s Cycle 1:2011 grant opportunities, distributed to community agencies by HHSA’s South Region. These outreach efforts will continue, with new community forums to be set on an ongoing basis at a number of countywide locations.

### **“Healthy Works - Communities Putting Prevention to Work” Grant**

On February 2, 2011, County officials and community partners officially unveiled the “Healthy Works” campaign. Funded by a \$16 million American Recovery and Reinvestment Act (ARRA) grant, Healthy Works is the local Communities Putting Prevention to Work (CPPW) program to address the obesity epidemic, viewed as a nationwide public health emergency. Administered by



the County of San Diego, Healthy Works partners the County with community, governmental, and educational organizations to develop environmental and systems strategies designed to improve health and wellness. Healthy Works interventions focus on three major areas: 1) Healthy Built Environment, 2) Healthy Nutrition, and 3) Healthy Schools. Some projects underway in each area of Healthy Works include:



- **Healthy Built Environments:**

HHSA is partnering with SANDAG to include health elements in local and regional transportation and land use planning documents. Funding is available to local municipalities to incorporate health into planning efforts and to promote pedestrian and bicycle-friendly communities. In December 2010, SANDAG released funds totaling \$1.1 million for programs focused on planning healthy communities, active transportation, and safe routes to school. In addition, related efforts include the following projects:

- ✓ The Healthy Works project is providing funds for planning Safe Routes to Schools and to encourage and educate parents, school officials and students to walk or bike to school safely.
- ✓ In May 2011, employees countywide will be invited to accept the “Bike to Work Month Corporate Challenge” as envisioned by the San Diego County Bicycle Coalition and iCommute staff.

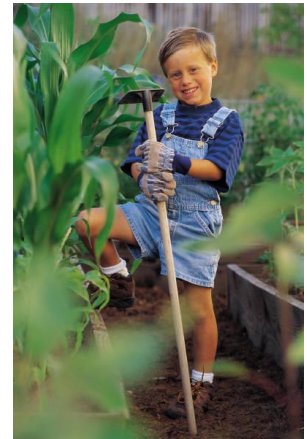
- **Healthy Nutrition:**



HHSA is working with municipalities to increase access to fresh produce grown in school and community gardens. In support of these efforts, a non-profit organization, Tierra Miguel Foundation, is coordinating a virtual food hub to build growing and procurement capacity, through the San Diego Growers Association.

- **Healthy Schools:**

In conjunction with six school districts, HHSA is working to enhance school wellness policies that will promote and increase physical activity and healthy nutrition. All six school districts have submitted School Wellness Policy Action Plans.



### **Healthy Works Evaluation**

A key component of the Healthy Works program will include evaluation of its impact in the community. Last September, an additional \$1.7 million was awarded to the County to enhance the evaluation of the Healthy Works projects and to increase the surveillance of obesity rates. Evaluation activities include tracking use of bike paths and walking trails, as well as assessing the physical activity and the Body Mass Index of children in six school districts (Mountain Empire Unified, San Diego Unified, La Mesa/Spring Valley, National, San Ysidro and San Marcos Unified). Contracts are in place with San Diego State University and UCSD for evaluation services beginning in February 2011 through March 2012.

### **Safe and Walkable Communities**

Several initiatives are underway to increase safety and physical activity in the county, such as Safe Routes to Schools (SRTS), and Project Safeway which promotes active commuting and bikeway signage. Such initiatives have been shown to increase walking to school by more than 50% and bicycling by more than 25%. Progress to date includes:

- Safe Passages (through the Institute for Public Strategies) has active participation in Bell Middle School bringing together the principal, school counselors, law enforcement, juvenile probation, HHSA, youth agencies, and student leaders.
- Project Safeway, through the Jacobs Center, has now expanded to schools, training parent volunteers to assist students in crossing critical intersections on their way home from school.
- Rady's Children's Hospital will target 26 Southeast elementary schools to receive the National SRTS one- day training and resources and technical assistance for Walk to School week and other related events. In addition, the program will identify six schools in the district with the highest need for intervention. These schools will be selected based on current injury rates and walking and biking rates.
- "Operation Safe Playground" involves multiple law enforcement agencies and targets sex offenders that prey on children in and around parks. Recent efforts resulted in 14 re-arrests of probation violators and one new arrest for federal child pornography charges.
- Adult/Juvenile Gang Suppression units conducted night operations in target areas last November and December that resulted in confiscation of replica guns, knives and illegal substances.

#### **"Ready, Set...LIVE WELL" in La Mesa**

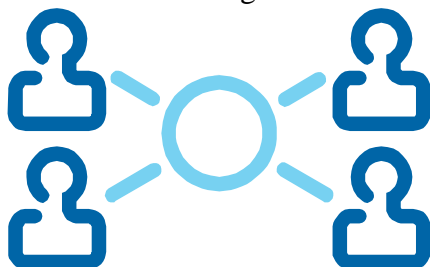
In line with the County's efforts to create a healthier, safer and thriving community, the City of La Mesa has developed a strategic plan aimed at community wellness that emphasizes walking, biking, and healthy eating. Several of their wellness programs are the result of collaboration with the County, schools and other agencies. The initiative is supported by funds from the California Endowment and Kaiser Permanente.

#### **San Ysidro Community Plan Update**

Last November, HHSA South Region staff provided a presentation to San Ysidro community residents and city planning staff on the benefits of incorporating health in their community plan update. The community of San Ysidro is the home of the busiest border crossing in the world. The federal General Services Administration is currently redeveloping the port of entry, which provides a prime opportunity for including health components in the plan.

#### **U.S. Navy – Partners in Building Better Health**

Last December, the executive steering committee of San Diego's Naval Medical Center welcomed Dr. Dean Sidelinger and Dr. Eric McDonald of Public Health Services for a presentation of the



County's "Building Better Health" Initiative. Navy executives noted that their naval medical mission is well-aligned with the County's goals. The agencies agreed to explore sharing health-related data, and to maintain close collaborations like those that were established during the H1N1 outbreak. Meetings with the "military mayors" who oversee facilities, logistical support and all aspects of the "built environment" are set for early 2011.

### **Parks and Recreation Volunteer Program**

From October 1 through December 31, 2010, the Department of Parks and Recreation provided 22,723 hours of volunteer opportunities for 943 youth and adults. Participants came from Volunteer San Diego, Volunteer Match, Boys and Girl Scouts, local church groups, individuals and families. Activities included trail maintenance and patrols, park cleanup, service projects, historic tours and interpretive hikes. The Department of Parks and Recreation promotes volunteerism as a method of increasing active and meaningful living and improving behavioral health. In addition, the volunteer program helps the department reduce operational costs. Volunteers save the department approximately \$1.9 million annually.



- The Department of Parks and Recreation has provided health and wellness activities, such as yoga, line dancing and Tai Chi, to nearly 500 older adults in FY 10-11.
- More than 3,800 youth have enjoyed Parks and Recreation activities such as roller hockey, gymnastics, dance and healthy cooking in FY 10-11.

### **Housing & Community Development Program - LIVE WELL, SAN DIEGO!**



The County's Housing & Community Development (HCD) program is integrating the LIVE WELL, SAN DIEGO! focus into its ongoing programs and activities because safe, decent, and sanitary housing is fundamental to health. Section 8 rental subsidy and public housing residents receive flyers, information and links to a wide variety of health and safety resources, including food assistance through CalFresh. HCD is working to create healthier environments by adopting a "no-smoking policy" at its four public housing sites in Chula Vista, as well as encouraging development of community gardens.

The nexus between health, safety and housing is best illustrated through the Housing Opportunities for Persons with HIV/AIDS (HOPWA) program in which stable housing, case management and other services are made available to residents so they can live productive, full lives. In addition, HCD uses Community Development Block Grant funds to make it easier for all residents to engage in healthy and safe behaviors—by funding parks and playground equipment, senior centers, and the Winter Shelter program to assist the homeless. HCD's online Housing Resource Directory offers information for people seeking affordable rental housing, including information to help people to make healthy choices.

## **4) Improve the Culture from Within**

County employees play a role in the health of the entire county region. The focus of "Improving the Culture from Within" is to support wellness and healthy outcomes for our own County employees. As a result, a number of innovative employee wellness programs have been initiated, as well as new policies to create a healthy work environment.

### **Employee SharePoint Wellness Website**

The County's Department of Human Resources' new Employee SharePoint Wellness website provides valuable health, nutrition, fitness tips, and other wellness information on line. Employees



can access everything from information on flu shots to employee assistance and support groups. The website became available to all employees in August 2010.

### **Employee Wellness Buses**

The County's Department of Human Resources is "hitting the road" with the wellness prevention and "know your numbers" messages. Since the program's inception in 2010, 900 employees participated in various health screenings at various County sites. The buses are scheduled to visit eight County sites in March 2011.

### **Employee Wellness Fairs**

The Department of Human Resources conducted six Health and Wellness Fairs and one Children's Health Fair for FY 2010-11. The fairs emphasized the importance of staying healthy by providing information on good nutrition and the importance of exercise. They also offered critical health screening for all attendees.

### **"Lunch and Learn" Program**

Developed by the Department of Human Resources, this program brings employees together on their lunch breaks to explore relevant health topics. Eleven programs were held during FY 2010-11, reaching some 250 employees. For the 3<sup>rd</sup> quarter of 2011, seven Lunch and Learn Programs are scheduled at various County locations. Topics include: Coronary Heart Disease, Child Obesity and Smoking Cessation.

### **HHSA's "Salad Club"**

HHSA's Contract Support and Commission on Children Youth and Families staff have proven that you can eat healthy at a low cost, while enjoying the camaraderie of co-workers. Since July 2010, the healthy-eating "Salad Club" has attracted about 12-15 people each day. At a cost of \$1 per day, staff enjoys a different healthy salad adventure, with some exotic ingredients, every afternoon! The collection of the Salad Club monies, along with the preparation of the daily salads, is a shared responsibility enjoyed by all Salad Club members. Members are boasting some healthy results, including weight loss and lower blood pressure.



### **Askew "Live Healthy Group"**

Formed in January 2011, employees from HHSA's Askew Building meet weekly to share their motivational secrets for a healthier lifestyle, including good eating habits, losing weight and exercising more. Some group members voluntarily "weigh in" with a public health nurse on a monthly basis with the goal of winning a prize for the biggest weight loss. Members also enjoy free exercise classes, hula dancing and sharing healthy recipes.



### **Biggest Loser Competition**

HHSA's East Region Child Welfare Services staff has just completed their third round of Biggest Loser competition where staff signs up to compete for weight loss over a three month period. Participants weigh in weekly and the results are posted to the participants. In the latest round, the total weight loss for the group was 181.61 pounds!

### **HCD Walking Club**

Housing and Community Development (HCD) started a walking club comprised of approximately 10-15 staff who gathers at breaks and lunch time to walk, stretch and engage in stress reduction activities. The activity has had positive effects on staff morale and productivity and does not require a lot of equipment or upfront investment while fostering a culture of healthy choices for employees.



### **More to be Accomplished**

As this report shows, the County has achieved much success since the Board of Supervisors' adopted the Health Strategy Agenda in July 2010. Having folded in the goal of building a "safe and thriving" community, we are working with our community partners to develop programs aimed at enhancing the overall well-being of our residents. The long-term success of the LIVE WELL, SAN DIEGO! relies on the valued partnerships that have been developed within the community and our own County organization.

County departments also play an important role in improving the health and safety of residents and this plan unifies our efforts with that goal in mind. In addition, we will continue to work with local agencies and County advisory groups to spread health and safety messages via community forums and other means. With the Board's support, County staff will diligently pursue more projects designed to improve our quality of life over the next ten years, in support of our vision of a "healthy, safe and thriving community."

